

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR Program)**

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**Strengthen Institutional Framework- Revise Business & Professional Women Association-
Amman (BPWA) Organizational Structure**

Final Report

**Deliverable for Business Management Initiatives Component, Task No. 232.4
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Executive Summary

Planning for the organization and taking into consideration the wide variety of problems it faces as it evolves usually involves structural and procedural innovation in the interest of constructively influencing the behavior throughout the organization to achieve its desired ends. Unfortunately, BPWA has not been planning but rather reacting to changing circumstances in its environment and as a result now finds itself drowning in internal problems, incapable of stemming a tide of non-constructive behaviors and practices all through the organization. The probability for continued viability for the Business and Professional Women's Association (BPWA) under its current operational practices and structure is low.

The existing Board of Directors has, through necessity or as a result of their excitement about their role as governors, mistaken governance for close supervision of BPWA management. A consistent pattern of either intentional or non-intentional interference in staff operations under the guise of acting as a Board in its supporting role to assist staff-led work is evident. As a result of this condition, BPWA staff-board tensions and conflicts are high and frequent, board members are resigning out of frustration, and there exists an unusually high and unacceptable employee turnover rate that includes the resignations of Executive Directors and other key staff management personnel. The situation has deteriorated to the point that the board and staff cannot cooperate to fashion an organization strategic plan, produce fundamental decisions and actions that allow the organization to respond to changing circumstances, and to jointly develop a coordinated approach to achieving BPWA goals.

1. Scope of Work and Summary of Results

Task 1. Review Organizational Structure (Attachment A).

Result: Accomplished in meeting with Ms. Shireen Nasser, Executive Director, Business & Professional Women Association-Amman. The consultant provided Ms. Nasser with a description of his scope of work and a summary of preliminary discussions held between AMIR Program Business Management Initiative persons prior to his arrival at BPWA. At the consultant's request Ms. Nasser provided an introductory organizational briefing along with a personal assessment of the current BPWA situation.

The situational assessment by Ms. Nasser and the consequent review of the existing organizational structure revealed that there was no systematic planning or approach applied to the creation of the organizational structure. In actuality, the organization was not operating in compliance with the approved structure as attested to by the Executive Director. There are board-staff relationships not provided for in the organizational structure resulting in organization-wide role ambiguities, failures in the communication and execution of tasks, and breakdowns in the scopes of authority and responsibility. The coordination and the dissemination of information throughout the organization is haphazard, the chain of command confusing, and the stability and permanence of the organization in doubt. As a result there could be no division of work strategy applied to achieving any unified effort toward BPWA goals let alone personal performance and reward schemes or personal development programs.

The designer of the structure of record adopted the classical model of organization—two groupings, management and workers. The classical organization resembles the pyramid shape with the manager at the top. Both the chain of command and the channels of communication are vertical. The vertical chain of command stipulates that each person in the organization is to have only one superior. Experience has revealed that it is extremely difficult for workers to adapt themselves to the complexities of "dual command". Also, each manager and worker in the classical structure has an amount of authority delegated to them equal to his or her level of responsibility. Finally, in regards to the channels of communication in a classical organizational structure, information is expected to flow downward in accordance with the authority structure and upward in relation to the same.

The BPWA, although having approved this organizational structure has failed to rigorously adhered to the principles of classical organization. BPWA management has failed to recognize the need for maintaining the strict coordination and integration requirements that are the bedrock on which this type organization rests.

Task 2. Develop a new Organizational Chart (Attachment B).

Result: Accomplished in meeting with Ms. Nasser and Ms. Wijdan Saket (Chairperson, BPWA Board of Directors). The consultant retained the classical model making a number of minor variations designed to positively affect the integration and coordination processes and facilitate the dissemination of information throughout the organization. The creation of an organization structure must take into consideration the organization's Strategic Plan, goals, and objectives. BPWA has not engaged in any Strategic Planning and therefore no serious structure can be designed for the organization until this critical action is completed.

Task 3. Clarify and document the appropriate lines of authority.

Result: Accomplished during the meeting with Ms. Nasser and Ms. Saket. In addition to drafting an organizational chart the consultant arranged for a discussion between the Principals which focused on the issues of supportive relationships, staff and board interactions, and the augmentation of staff and board interaction and the flow of communication and information throughout the organization by establishing formalized procedures for staff and board contacts across levels of the BPWA organization.

As part of a check on the impact the choice of structure is having on the organization's abilities to delegate, assign responsibility and accountability, and most importantly facilitate the reduction of duplication, decision making, and increase coordination an Employee Survey was administered to members of the BPWA staff (Attachment C).

Data collection efforts at BPWA using the a three-part Employee Survey afforded the following conclusions:

- ✓ Management does not communicate organizational mission and objectives well;
- ✓ There is an absence of performance feedback from management to subordinate regarding the attainment of work unit goals and the achievement of individual work quality.
- ✓ Employee personal priorities and needs are not being satisfactorily met
- ✓ An even number of employees are satisfied and not satisfied with their jobs.

The responses to the survey indicate considerable strength in the reliability and effort-oriented attitude of the BPWA employee. The results however also indicate that management is not keenly interested in encouraging employees to perform to a higher level, capitalizing on these strengths in ways that contribute to the critical interests of BPWA. Effort-oriented is not the same as goal-oriented. A goal-oriented workforce is motivated by the satisfaction it receives by simply experiencing the achieving of goals. Therefore, much attention and direction must be paid to providing the processes and

conditions that stimulate the BPWA workforce not only to work hard but also to work effectively toward a desired state or goal.

The results of the survey indicate that the employees are experiencing sufficient job satisfaction. They have apparently reconciled with themselves what is missing by way of specific or particular job satisfactions with what they normally would expect or desire from a job.

Staff turnover attitudes, poor performance, disinclination to be committed, disgruntled conduct, absenteeism, are all behaviors associated with a de-motivated workforce. Although the survey cannot specifically identify the exact causes for BPWA high turnover rate the responses given can allow for some general assumptions to be made regarding underlying circumstances that are contributing to the high turnover rate.

- ✓ The outputs (what the employee is getting for their efforts) to include pay and bonuses are inadequate to meet their immediate needs and therefore unsatisfactory. What appears to be lacking and therefore fostering undesirable attitudes are the respect, security, and confidence that comes from performing with an openly honest, frank, and supportive management team.
- ✓ Along these same lines the workforce senses that the managers charged with shaping the department into a successful unit seem not to recognize their obligations with respect to creating the conditions in which all opportunities for job satisfaction can be realized (loyalty, patience, tolerance, steadiness, confidentiality, assistance, support, etc.).
- ✓ Factors that shape an individual's work effort include, of course, rewards. But, aside from this obvious line of reasoning, effort and performance can also be affected by other employee expectations that include the ability, the opportunity to develop new skills and aptitudes, understanding and have validated their perceptions of their contributions and role, and tangible recognition for their successes. Based on the results of the survey, management is not adequately addressing these other expectation factors.

Task 4. Develop new staff job descriptions.

Result: Not Accomplished.

Due to the absence of a Strategic Plan specifying organization primary goals and objectives and an accompanying Human Resources Plan the consultant was unable to construct new or revise existing job descriptions that would prove responsive to the organization's future mission, goals, and objectives. Without a Strategic Plan no determination of future services or production activity needed, the most effective way of providing or delivering them, and the human resources necessary to support them is possible.

Task 5. Develop a personnel manual.

Result: Not Accomplished.

Personnel manuals are meant to be guides for behaviors in the workplace, outline procedures and activities required to conduct tasks effectively and efficiently, introduce quality control standards, formalize risk-safety-liability issues, and document the methodologies for performance and other evaluations.

The policies and procedures normally included in the manual ensure that employee behaviors and job related activities conform to the expectations of the organization and minimize the likelihood of costly interruptions and delays due to uncertainty and need for clarification by management.

With the lack of an effectively functioning organizational structure, a Strategic Plan, established formal relationships among people specifying both roles and responsibilities, administrative systems governing the organization through guidelines, procedures, and policies cannot be arrived at nor implemented.

2. Conclusions

The probability for continued viability for the Business and Professional Women's Association (BPWA) under its current operations structure is low.

The existing Board of Directors has, through necessity or as a result of their excitement about their role as governors, mistaken governance for close supervision of BPWA management. A consistent pattern of either intentional or non-intentional interference in staff operations under the guise of acting as a Board in its supporting role to assist staff-led work is evident. As a result of this condition, BPWA staff-board tensions and conflicts are high and frequent, board members are resigning out of frustration, and there exists an unusually high and unacceptable employee turnover rate that includes the resignations of Executive Directors and other key staff management personnel.

The situation has deteriorated to the point that the board and staff cannot cooperate to fashion an organization strategic plan, produce fundamental decisions and actions that allow the organization to respond to changing circumstances, and to jointly develop a coordinated approach to achieving BPWA goals.

The consultant's original scope of work included a review of the BPWA organizational structure (OC), modifying the OC to reflect an order and pattern to keep the organization focused and productive, developing staff job descriptions, an Employee Handbook, and a salary scale reflecting fairness and equity in its implementation. Given the absence of a Strategic Plan, the role ambiguity that prevails in the organization, and the staff's existing relationship with the board the consultant was not able to examine and process organizational experience, adequately test assumptions with any sense of objectivity and clarity, gather and incorporate information regarding the BPWA present state, or construct a revised organizational structure based on the organization's anticipated future working environment.

3. Recommended Next Steps

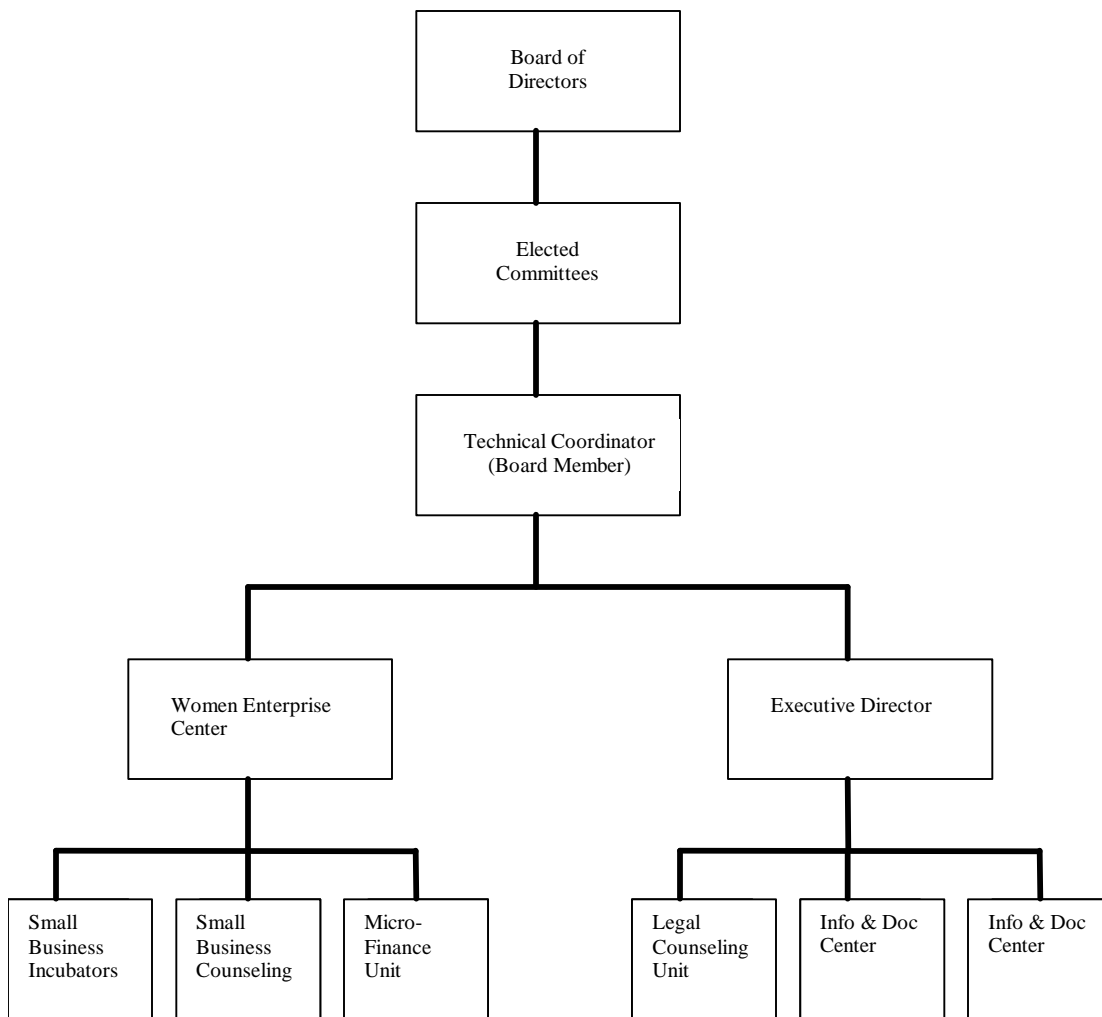
The following recommendations regarding future relations between BPWA and AMIR are proposed:

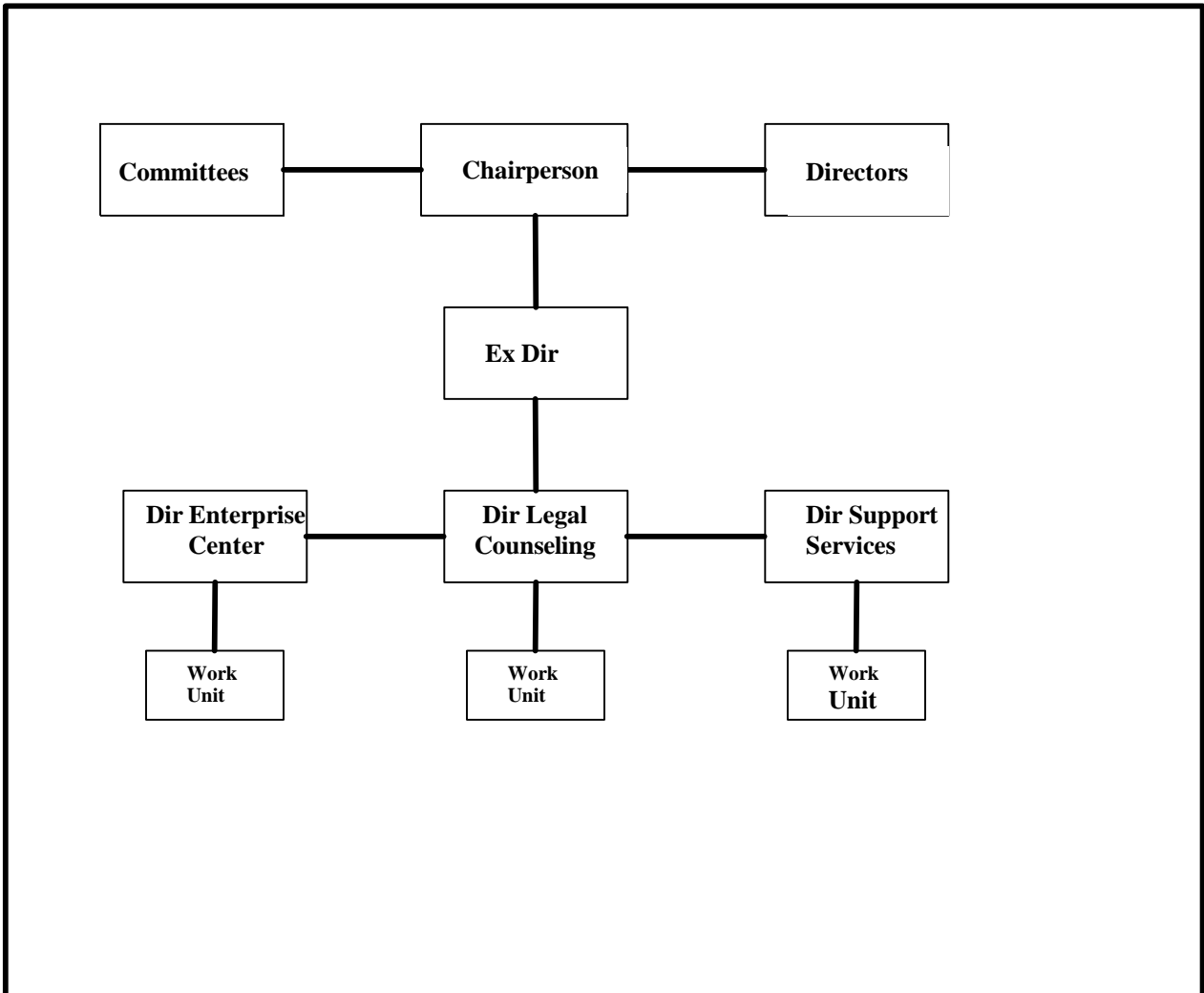
- ✓ AMIR intervention be immediately considered for the purposes of stabilizing the overall operations of BPWA. The intervention should include discussions on board governance and the maintenance of productive board-staff relationships, the basics regarding strategic planning, and developing policies and procedures that provide order and discipline to the productive efforts of the organization. . Technical Assistance provided during AMIR 1 and more recently through Lee Wiener addressed all of the aforementioned points (except for the development of policies and procedures). This assistance obviously was not successful in stabilizing the overall operations of BPWA.
- ✓ AMIR intervention be considered to change the composition of the existing board to foster the development of a "team concept" for the future prevailing relationship between the board and staff members, infuse the organization, specifically the board support role with updated skills and methodologies, and strengthen the independence and creativity of the organization's staff through the dissipation and or elimination of tensions, anxieties, and frustration resulting from past board-staff relationships.
- ✓ a review of the BPWA existing By-Laws be undertaken and the current document which is replete with contradictions, inaccurate interpretation of existing Jordanian laws and statutes, and vagueness in its approach to board-staff relationships be scrubbed of these deficiencies and new revised By-Laws be voted on and adopted as soon as possible.
- ✓ any future technical assistance or monetary support through grants or loans should be provided on condition that BPWA complies with and implements any and all reasonable suggestions and guidance provided by AMIR contracted experts and adheres to any implementation timeline(s) provided by the same.

4. Other Conclusions and Recommendations

The consultant, not given to pessimism, after considering past experiences and current observations, considers it very unlikely that BPWA will be able to prevail over its institutionalized mismanagement practices. As stated, the likelihood that BPWA will in the future, under its current management structure, evolve into a vibrant and sustainable organization effectively meeting its business and professional women needs, is extremely unlikely.

Attachment A

BPWC (Business and Professional Women's' Club-Amman) Current Organizational Structure

Attachment B**BPWC (Business and Professional Women's' Club-Amman) Proposed Organizational Structure**

Attachment C

BPWC Employee Survey Template

PART I						
Instructions: Circle the number that corresponds to the extent you agree or disagree with each statement using the following scale: 1 = Strongly disagree 2 = Somewhat disagree 3 = Neutral 4 = Somewhat agree 5 = Strongly agree						
Work Environment Factors	Strongly Disagree		Neutral		Strongly Agree	N/A
Management provides strong leadership regarding the importance of identifying and meeting client needs.	1	2	3	4	5	
Policies and procedures rarely get in the way of meeting the needs of the client.	1	2	3	4	5	
Lack of time rarely prevents me from meeting client needs.	1	2	3	4	5	
Our organization has a reliable method for determining client satisfaction.	1	2	3	4	5	
I have sufficient information about our services	1	2	3	4	5	
I have sufficient information about our competitor's services.	1	2	3	4	5	
Management coaches me on handling new client situations I encounter.	1	2	3	4	5	
Management regularly provides me with feedback on how well I handle client situations.	1	2	3	4	5	

PART II				
Instructions: How satisfied are you with each of the following aspects of your job? How important are these aspects to you? Below are 17 job features. Please rank each feature from 1 (being most important) to 17 (least important) in the column labeled IMPORTANCE . In the column labeled SATISFACTION note whether you are realizing a HIGH (H) , MODERATE (M) , or LOW (L) level of personal satisfaction from your current job in regards to each job feature.				
	Importance		Satisfaction	
Chances to do something that makes you feel good about yourself.				
Chances to accomplish something worthwhile.				
Chances to learn new things.				
Opportunity to develop your skills and abilities.				
The amount of freedom you have on your job.				
Chances you have to do things you do best.				
The resources you have to do your job.				
Amount of information you get about your job performance.				
Your chances for taking part in making decisions.				
The amount of job security you have.				
The amount of pay you get.				
The way you are treated by the people you work with.				
The friendliness of people you work with.				
Amount of praise you get for a job well done.				
The amount of benefits you get.				
Chances for getting a promotion.				
Physical surroundings of your job.				

PART III	
If you would continue to work, what is the one most important reason?	
<input type="checkbox"/>	I enjoy what I do on my job.
<input type="checkbox"/>	I derive the major part of my identity from my job.
<input type="checkbox"/>	Work keeps me from being bored.
<input type="checkbox"/>	My work is important and valuable to others.
<input type="checkbox"/>	I enjoy the company of my coworkers.
<input type="checkbox"/>	I would feel guilty if I did not contribute to my family through gainful work.
<input type="checkbox"/>	I would continue out of habit.
If you were offered a better job in another country, how likely is it that you would move even though you might be initially seperated from family and friends?	
<input type="checkbox"/>	Unlikely
<input type="checkbox"/>	Likely
<input type="checkbox"/>	Undecided
All in all, I am satisfied with my job	
<input type="checkbox"/>	Strongly disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Slightly disagree
<input type="checkbox"/>	Neither agree or disagree
<input type="checkbox"/>	Slightly agree
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Strongly agree